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MEMORANDUM FOR:

Executive Secretary, Suggestions Awards

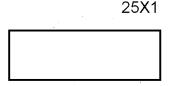
Committee

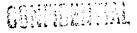
SUBJECT

Employee Suggestion No. 76-295

1. East Asia Division has reviewed Employee Suggestion No. 76-295 which proposes that employee views concerning morale and major problems be solicited by questionnaire on a periodic basis to assist the DDO in evaluating the performance of an installation or component. This suggestion was discussed at the 22 March 1976 meeting of the Division's Personnel Management Committee and written comments were also submitted by Branch and Staff chiefs.

- 2. While recognizing the importance of employee viewpoints and the need to identify common problems in order to find workable solutions, the consensus of those who reviewed the suggestion is that it is not directly applicable to the process of measuring the operational performance of a given installation or component (field station or Headquarters unit), which is the principal thrust of the DDO evaluation process. Within the context of the MBO system this is more effectively carried out through scrutiny of measurable operational progress in attaining periodically adjusted, specific accomplishment goals derived from more generalized operational objectives spread across several activity sectors.
- 3. Although employee morale and attitudes may affect an installation's performance, it must be noted that these frequently fluctuate with transient situations and are not reliable indicators of net operational performance. It is not unusual, for example, for a field station to maintain operational progress and a high level of productivity despite low employee morale. Individual employees often rationalize unhappiness or discontent in terms of poor management when in actuality the root cause may be unrelated to their job situations.





4. Although not applicable to measuring installation performance, it was agreed that an attitudinal survey carried out by questionnaire has merit and could be pertinent to overall DDO personnel problems, particularly those affecting employee morale. Such a questionnaire would complement the survey of DDO careerists at Headquarters carried out with the assistance of the Career Management Group by the Office of Medical Services, Psychological Services Staff, and published in November 1975.

Theodore G. Shackley Chref, East Asia Division 25X1

Approved For Release 2006/12/27 SUGGESTION EV	VALUATION REPORT	
TO: Executive Secretary	SUGGESTION NO.	SUSPENSE DATE
Suggestion Awards Committee	76-295	
RUCTIONS: Please complete this form in detail to gu tion of the merits of this suggestion. Retain third	ide the Suggestion Awards C	ommittee in making a final deter-
1. ACTION RECOMMENDED ADOPT DECLINE	OTHER (Specify):	
2. REASONS FOR RECOMMENDATION (If more space is	needed, use plain paper,	
1. The responses received to Sugge Directorate vary greatly, but on balanc of an Attitude Survey, if used within a components to better understand how the Most managers object to its being used is not directly applicable to the process of a given installation, which is the process. (One Division Chief did commettool.)	e senior officials for omponents, to help make ir policies are percentage for external evaluations of measuring the crincipal thrust of the content of the c	enagers of those eived by their employees. ion as they feel it operational performance he DDO evaluation
2. It appears that DDO officials w Attitudinal Survey could be pertinent t	o <u>overall</u> DDO person	refully thought-out nel problems,
particularly those affecting employee m	orale.	
3. TANGIBLE FIRST-YEAR SAVINGS (Man-hours, mate	erial, equipment, etc.)	
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4. INTANGIBLE BENEFITS (See guide on reverse s	ide of third copy)	
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UBJECT: (Opti	ional)				
	Employee Suggesti	on 76-	295		
FROM:				EXTENSION	NO.
					DATE
	3C43 Hqs			1	20 February 1976
TO: (Officer designation, room number, and		D	DATE		COMMENTS (Number each comment to show from whom
building)	RECEIVED	FORWARDED	INITIALS	to whom. Draw a line across column after each comment.)	
1.	C/LA . 3D3107 Hqs				For comment and return please. 1 to 5: As a division chief,
2.			L	1	I would find it very useful to
					know what the employees in a field station think about the
3.					quality and quantity of the work
					being done by that station; and
4.					where the work is poor or not in sufficient quantity, why is this so. I would like to see
				<u> </u>	this suggestion adopted provided
5.	3C43 Hqs 10	MAR 197	76		the questionnaire could be kept short and succint. At least, the questionnaires would alert us
6.					to problem stations although we know that now but many times we
7.					do not know the reasons why.
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